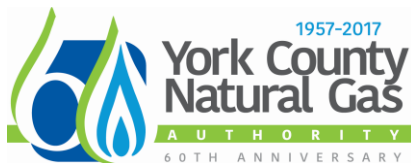


Emergency Response Best Practices

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Agenda

1. Use of the Incident Command System
2. Emergency Responder Liaison Efforts
3. Effective Emergency Plans
4. Conducting Emergency Exercises

Emergency Management Cycle



History of ICS

- Developed in the 1970's in California during several major wildfires

- Developed in response to identified shortcomings:

- ☐ Non-standard terminology
- ☐ Too many people reporting to one supervisor
- ☐ Lack of ability to expand and contract
- ☐ Non standard/non-integrated communications
- ☐ Lack of consolidated action plans
- ☐ Lack of designated facilities



- ICS is the foundation of the National Incident Management System (NIMS) developed in response to the terrorist attacks of September 11, 2001.

NIMS & ICS

Homeland Security Presidential Directive -5, *Management of Domestic Incidents:*

- Issued by the President on February 28, 2003
- Directs the Secretary of Homeland Security to develop and administer the National Incident Management System (NIMS)
- Requires all Federal departments and agencies to:
 - Adopt NIMS
 - Use it in their individual domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation programs and activities.
- ***Makes NIMS compliance a condition of Federal grant assistance.***
- ***ICS is a core component and interim compliance step.***

ICS Organization



Five Major Components:

Command, Operations, Planning, Logistics, & Finance/Administration

Incident Commander



- All incidents, regardless of size will have an incident commander.
- First on the scene is typically the IC until relieved by a higher authority
- On most incidents, the command activity is carried out by a single IC

- Establishes Incident Command Post (ICP)
- The IC has three major priorities:

Life Safety

Incident Stabilization

Property Conservation



ICS Key Points

- ICS is a modular concept – resources are organized into Sections. Branches, Groups, Divisions, Units, or Teams when the span of control exceeds seven.
- ICS organizations should only reflect what is required to meet tactical objectives.
- ICS is adaptable to any type of incident regardless of complexity.
- ***Public and private sector responders can operate jointly within an ICS structure.***

Liaison with Emergency Officials

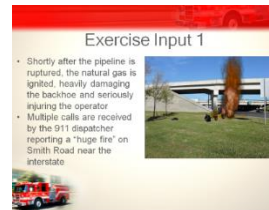
The Old Way

- * 5 to 15%; don't touch our mainline valves...
- * I pitch....you catch



The “New” Way

- * Realistic, challenging, scenario based training
- * Capabilities based (honest) discussions



- * Learn from each other!

Emergency Responder Considerations

- Lack of familiarity with product & systems (Liaison, Training, and Exercises)
- Response to a wide variety of emergencies
- “Put the wet stuff on the red stuff”



- Lack of detection/monitoring equipment
- Industry lack of familiarity with responder procedures & resources (Liaison, Training, and Exercises)
- Tunnel Vision

Pipeline Emergency Response Initiatives



- Partnership among pipeline industry, emergency responders, regulatory officials, and 811
- Objective to improve communication between pipeline operators and emergency responders
- Initiated in Georgia in 2012
- Supported and encouraged by PHMSA
- Consistent training based on the “Pipeline Emergencies” program – delivered by emergency responder trainers with industry support
- Focus on entire emergency response community: Fire Service, Law Enforcement, Emergency Management, 911

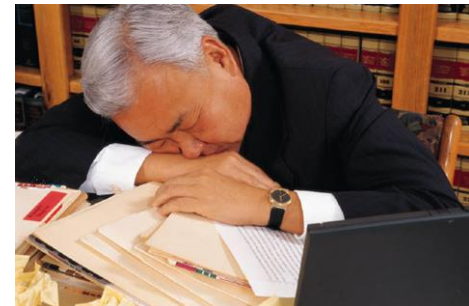
Emergency Management Plan Basic Tenets

- * Emergency Management needs to be based on an all-hazards, cyclical approach
- * Are emergency management plans “cookie-cutter” or customized for the organization’s operations and culture?
- * Employees must be trained on the plan and their roles clearly delineated
- * As the organization’s operations or footprint changes, hazards and exposures should be reassessed
- * Plans must be exercised!



Emergency Management Plans

- * Thicker isn't always better
- * Comprehensive, Concise, and User Friendly
- * Ensure plans are maintained and current – including contact lists
- * Does everyone understand their roles and are they trained?
- * Does the Plan incorporate an organized structure – Incident Command System
- * Do you exercise the Plan?



Plan Review Findings

No names... no public shaming – just observations!

- * Plan reviews are not current or have been pencil whipped
- * Emergency contact lists are out of date
- * Plans “borrowed” from other operators that contain former operator information
- * No organization or structure identified
- * Navigation of the plan was confusing
- * Components of the plan exist in different locations

Plan Review Findings (Cont.)

- * Incident Command “administered” by the corporate crisis management structure at the tactical level
- * Lack of recognition of the authority of public sector responders
- * No link to corporate emergency management plan (two separate orbs)
- * Non-existent process for categorization of emergencies and subsequent notification

Plan Review Findings (Cont.)

- * No mechanism for testing the plan and the associated response
- * Multiple tactical/operational plans that aren't linked
- * Plans are so complex that employees don't understand them or how to use them.

Activation of the Plan -Considerations

- * Is the assembly location (war room, crisis response center, etc.) adequate (space, equipment, access)?
- * Is there a process to coordinate with field response personnel to communicate in a coordinated fashion?
- * Is there depth for key members of the emergency management team?
- * Has it been pre-established who from the team will respond to the scene and transportation coordinated?
- * How is information collected and shared among various locations involved in managing/responding to the emergency event?



Emergency Exercises-Testing the Plan

- Exercises are a critical component of an effective emergency management program
- Tabletop exercises, Enhanced Tabletop Exercises, Full Scale Drills
- Exercises should have defined goals, objectives, and ground rules
- Evaluations shouldn't be limited to the operational response to the trigger event (working with public sector responders, crisis communications, coordination among various entities within the organization)
- Evaluations should be thorough, objective and specific with strengths and areas for improvement identified
- Recommendations from exercises should have owners and deadlines; fix what you find!

Exercise Pitfalls

- * Conducting exercises for the WRONG reasons; “checking the box”
- * Publicizing details about the exercise in advance
- * Not providing adequate training on the front end (set up for failure)
- * Failure to roll over, before you crawl, before you walk
- * “Yeah but...” syndrome
- * Expecting the first exercise to be perfect



Exercise Types

TABLE TOP EXERCISES

- Typically confined to one location
- Participants receive successive inputs and discuss tactical and strategic response actions

ENHANCED TABLETOP EXERCISES

- May involve participants located in a “war room” and others simulating a field response or Command Post

FULL SCALE MOCK EMERGENCY DRILL

- Operations/field and corporate participants are mobilized to respond to a simulated emergency or crisis event

Taking a Holistic Approach to Exercises



- Frequently the focus is on the operational response to the incident (How quickly do our employees identify the problem and isolate the appropriate portion of the system?)
- Exercises need to include the “outside looking in perspective”
- In addition to operational inputs, there needs to be involvement from simulated outside parties (concerned citizens/affected public, regulators, public officials, emergency responders, news media)

Involving Outside Participants



There are several benefits to involving outside participants such as emergency responders. However there are considerations:

- Maturity of the exercise program (roll over, crawl, then walk)
- Prior Pipeline Public Awareness Liaison outreach efforts (Do they know you?)
- Training for company responders (Have they been trained in the Incident Command System and how to work with local responders?)
- Debrief protocols (airing dirty laundry)

Evaluating the Exercise

- Hot washes immediately following the exercise-collect high level themes/observations
- Evaluators need to be objective (benefits of outside parties)
- Observations need to be specific
- Areas for improvement need to be identified with owners, completion dates, and follow-up



Documentation and follow Up

- * Exercise reports should include “strengths” and “areas for improvement”
- * Identify “superior performers”
- * Action items should include owners and suspense periods that are reasonable

III. Recommended Action Items

ACTION	WHO	WHEN
Assess flow of phone calls made through publically published numbers and verify timely response to emergency calls	Rusty Plidco	45 days

Social Media During Emergencies

- Social Media is prolific

Results of a 2012 study

- 56% of Americans use social networking
- 1.2 Billion Facebook users worldwide
- 98% of 18-24 year olds use social media

- Anyone can be a reporter

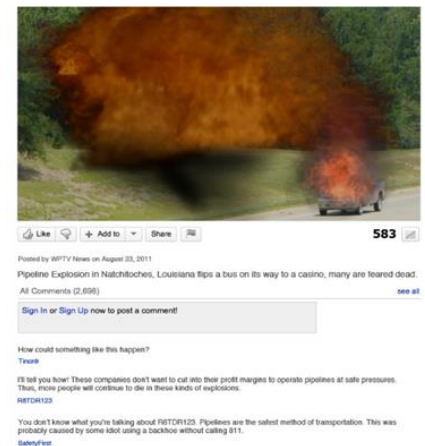
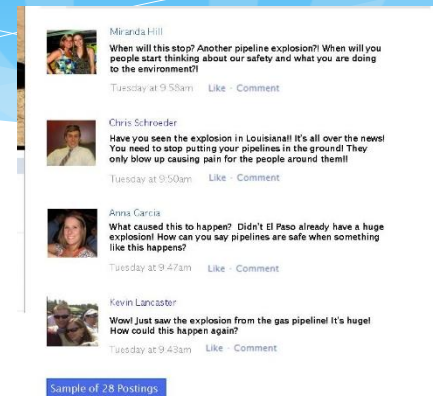
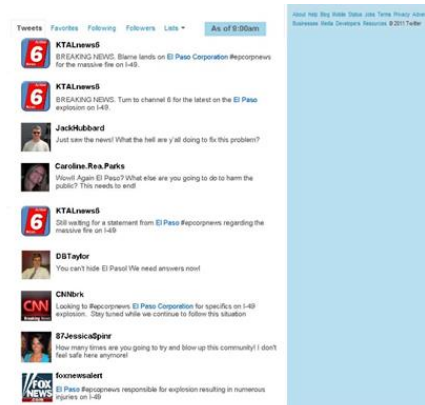
- Smart phones with camera/video capability
- Instantaneous posting



- Many companies have not developed contingencies to address social media during emergencies

Simulated Social Media Posts

- Simulated posts to company and major trade association Facebook pages
- Mock Twitter “Tweets” to news media outlets with observations, opinions, and miss-information
- Simulated video/still pictures incorporated into mock YouTube postings with associated comments



Incidents will Occur

- * Despite best efforts and vigorous operations and maintenance activities, incidents WILL occur
- * There are triggers which are out of our control:

Weather

Outside force damage; lack of use of 811

Unpredictable events

Intentional acts

- * Not being prepared is simply unacceptable!

